

CONCORDIA UNIVERSITY
COMMERCE AND ADMINISTRATION FACULTY COUNCIL

MINUTES OF MEETING

FRIDAY, OCTOBER 8, 1982

In attendance: Pierre Simon, Chairman

Professors: S. Alvi (Econ.), M. Armstrong (Eco.), K. Argheyd (Mgt.), M. Bergier (Mkt.), R. Curnew (Acc.), M. Franklin (Mgt.), G. Johns (Mgt.), D. MacDonald (Acc.), K.L. McGown (Mkt.), R. Oppenheimer (Mgt.), P. Pasold (Mkt.), C. Patterson (Fin.), H. Ripstein (Acc.), C. Ross (Mkt.), C. Sandblom (Q.M.), R. Srinivasan (Q.M.), D. West (Q.M.), R. Wills (Q.M.).

C. Allard (CSA), R. Cadman (CSA), J.S. Daniel (VR Academic), P. Korsos (CSA), B. Kovalchuk (CSS), E. Luden (CSS), C. MacLaurin (Stu), D. Maharaj (Lbry.), R. Martin (Reg.), G. Palvoki (stu), R. Rohrlick (Lbry.).

Absent with regrets: H. Mann (Acc.), P. Brunet (Mgt.).

Absent: E. Douglas (Fin.), K. Riener (Fin.), A. Crisalli (Q.M.), T. Herbert (Mgt.), K. Pidgeon (CSS), Luis Feijou (CSS), J.F. Lefebvre.

I Call to Order

The meeting was called to order at 09:30 am.

II Closed Meeting

There were no items on the agenda for a closed meeting.

III Open Meeting

IV Approval of Agenda (CAFC-82-06A)

Professor Alvi moved that the Agenda be approved.

CARRIED

V Approval of Minutes of Previous Meeting

Professor Wills moved that the Minutes of the meeting of September 10, be approved.

Seconded by Professor Bergier.

CARRIED

VI Principal Discussion

The Chairman summarized the chapter contents of both the Fahey and the Peat Marwick reports. He then requested that representatives give the views of their respective departments.

Professor MacDonald informed the assembly that these reports had not been studied at the Accountancy Department, therefore only his personal views could be given.

The Chairman advised that personal or collective views are acceptable.

Professor MacDonald felt that undergraduate programs should be emphasized and that graduate programs and the CA program should also be supported and continued in the future.

Professor Johns' comments on the reports were as follows:

1. The reorganization mentioned in the reports is of a more functional nature than is presently in effect. Poor communication already exists in the university and this kind of design could make communication networks worse.
2. While the two reports recommend cutting programs - they do not mention any by name - one has to guess.
3. The Peat Marwick report stresses the lack of building and defining a public image and that more emphasis should be made on building Concordia's image. Concordia does not know what it wants to be and this is reflected through its organization.

Professor Patterson advised that the Finance department had met to discuss the reports. The departmental discussions were free-flowing and a number of ideas emerged as follows:

1. Academic excellence: Excellence has suffered because of open access to students. There seemed to be no control of progress within the program. There was a general feeling that through GPAS and failure rules we should weed out weaker students. It was also felt that students should be "streamed" ie. superior students given honors programs resulting in enhancement of an image for academic excellence.
2. Image vs. Reality: Members felt the program was good but its image does not match the reality. Although no suggestions were made on how to improve public relations, the CCMS and Montreal Business Report got a pat on the back. Other image getting ideas were tossed around.
3. There were suggestions that communication with Commerce Alumni should be developed. Alumni relations now are very poor. Developing this would give us better P.R., give us access to resources and find out how our alumni are faring in the business world.
4. The development of strength in some areas would give a "halo" effect. As an example, weaker areas at McGill may benefit from the reputation of its medical and law schools. Emphasizing select areas will benefit the whole.

5. Chairs should be available as in other schools so we can attract top people. We need to change our image to attract them.
6. We need to build bridges with professional associations which give us an opportunity to receive feedback and public relations.
7. A recurring theme is "financial constraints". We are unable to attract the best people due to these constraints and bureaucracy.

Prof. Pasold, Chairman of the Marketing Department advised that although no formal discussions had taken place, general comments agreed with those of the Finance Department. There was agreement with the section on academic priorities, that the Fahey report should be followed in order to survive, and that research should be further developed.

Professor McGown supported what had been put forth by the Marketing Chairman.

Professor West, Chairman of the Quantitative Methods Department advised that little interest has been generated among the members of his department, that the reports have more to do with the administrative side of our organization and that the Peat Marwick Report was "empty".

Professor West did however, wish to put forth some personal ideas for discussion:

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1. Agreement with Fahey Committee for hiring freedom in Commerce and Engineering. We should not be lumped with other faculties because the problems are not the same.
2. Part-timers are inadequately paid.
3. The budgeting process should be more flexible and less constrained.
4. Reward structure for faculty members should be consistent with overall University strategy.
5. There are contradictions in the Peat Marwick report, for example:
 - a) the need for planning and control (they are expensive) vs. fear of creeping bureaucracy.
 - b) specific programs should be developed to meet the needs of industry vs. a broad general training and cutting specific programs.
6. Develop strategy regarding the competition - should we develop joint research and graduate studies thereby combining the programs or should we go into a head-on fight with them?

Mr. Cadman, representing the Commerce Students Association stated:

1. That we (CSA) disagreed with the suggested move of Commerce to Loyola. We feel it is beneficial to be located downtown.
2. Concordia should not chase McGill.

3. Increased emphasis should be placed upon competency in written and oral expression.
4. The Commerce Faculty must develop better public relations.
5. Concordia Commerce must keep more of the money from Quebec City that is sent to us due to the high Commerce enrollment.
6. Student access to part-time "professors" should be improved.

Mr. Korsos, representing the Commerce Students Association commented that Concordia's melting pot image in the community would disappear if standards continue to be raised. Normal students would not have access to Concordia therefore, the "community college" image would disappear. Concordia will have to decide where it wants to go, whether it will become a community oriented or an elitist institution. Other points raised by Mr. Korsos were:

1. How can we tie in the business community? Should we not listen more to what the business community wants from our programs?
2. The internal image of the faculty is important to students. Faculty and administration should be more in touch with students.

Chris Allard, a student representative, felt that the image of Concordia would be created by its graduates. Selectivity and rigid standards will enhance the image of the school.

Professor Oppenheimer supported meeting on this report, but noted that three departments Management, Accountancy and Marketing had not met to give their collective views. He hoped that more time would be given for the departments to

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meet because of the numerous issues in the report. He felt that departments should have a task force that would report back to council.

Professor MacDonald shared the concerns of the Management Department representative.

Professor Armstrong found the Peat Marwick report distressing in that it showed we have a poor image in the business community. Yet Concordia had trained many members of this community. She would like further discussions on why Concordia is so little known and how stronger links could be developed with the business community. Why is it that the Commerce research output is distressing? Does this include consulting?

Dr. Daniel commented that the Peat Marwick Report's view on research had posed a problem, that it was not fully understood and is presently being pursued.

Professor Alvi stressed that Concordia is a new institution and that it takes time to be known. He felt strongly that the public relations work done by individual members through services to the outside community goes unrecognized, resulting in a lack of incentive. Many members of the university give much individual time and effort to outside causes.

Professor Sandblom voiced his opinion that Concordia is "on the way up". He did agree that the image should be helped by what we create. He had been disappointed by the ingratitude in terms of efforts put out. He was disappointed also by the indifference of faculty members and their lack of an "esprit de corps". He believed that although a strategy for the future is important, what we (the faculty) do ourselves is what really counts.

Mr. Korsos reiterated that it is all part and parcel of "what is our image", and "what message do we want to give"?

Professor Patterson felt the main theme coming out of the meeting was "we have no external image because we've no self image".

The Chairman summarized the main points of the discussion as follows:

1. The key issue is the perceived image of our faculty both internally and externally.
2. Concordia should build on its strengths and allocate resources to these areas.
3. Have a strong reward mechanism to recognize those who contribute to reaching the goals set by the faculty or the university.
4. Develop a better communications network resulting in a better understanding of issues and integration into Concordia's overall plan.
5. Concordia should not compete but should try to become recognized on its own merits through emphasizing specific areas. We should explore joint graduate and research efforts with McGill.
6. It is necessary to strengthen and tighten criteria to obtain a degree in Commerce. We must be careful not to abandon mature students who would be unable to have an education if Concordia were not open to them.
7. We should continue to recognize and support our part-time faculty and ensure students have access to them.
8. Concordia's image can only be improved if individuals pull together. Dropping indifference and building an "esprit de corps" are of prime importance.

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9. Students mentioned the need for adequate library space and a good internal image for new students arriving on our campuses.

The Dean expressed concern about the Commerce faculty's image as perceived from the outside. Business people still have an image of us that is different to what we really are. This distortion is essentially because the requirements of the business community are different to what the faculty wants. The business community has a different understanding of professors needs. One main difficulty we have in Commerce is how to recruit, keep and reward good faculty which would result in good image-building. It is felt the administration has little understanding of this.

The Chairman asked how we would go to the next step now that the main issues are pinpointed, who would take the responsibility of putting it into effect in such a constricted time frame. He continued that these Reports would be discussed at a Senate meeting called for November 12. The four Commerce representatives should have a collective viewpoint to discuss at that meeting. Written opinions can also be sent to the Rector who will summarize the input he received. The higher university bodies will conduct a more systematic analysis of the data for action.

Professor Patterson felt that there should be an attempt to separate the broad university issues from specific faculty issues and put the faculty issues into effect.

Dean Wills advised that some faculties and departments have already reacted to the Reports. He gave as an example, the Academic Review Board. Some departments are now reviewing their curriculum.

The Chairman asked for ideas on how to proceed with recommendations

Professor Johns felt that this general discussion should not result in hard core decisions. There are still strong issues to be discussed and he would recommend that departments draw up written, specific responses to the reports. They should be split into university-wide and faculty issues and reflect what we have discussed, with no decisions taken.

Dean Wills recommended that the Minutes be used as a point of reference and the list of issues summarized by the Chairman be accepted.

Professor Oppenheimer asked Dr. Daniel what would happen to the input received.

Dr. Daniel advised those present that Phase II of the Peat Marwick report was currently in progress. There are three sub-committees underway gathering feedback from various areas. As the report emerges, it will reflect consensus where possible. The Fahey report says what priorities are, but it ducks specifics which could make solutions ultimately more difficult.

There was general agreement that the three year process suggested in the Fahey Report was too long. The faculty asked to what extent policies could be implemented that would improve the programmes at an earlier date.

Professor McGown inquired if there were good reasons, or just reluctance to run courses in french.

The Dean commented that faculty council accepted the recommendation to run course sections in french. However faculty commitment was not there. He noted that the Peat Marwick Report stressed that it is essential for Concordia to offer courses in french. It is a recommendation I have always encouraged.

Dr. Daniel stated that one of the positive outcomes of reports such as these is that they are a clarification of what we are doing. An important issue is demography. Demographic data says we will lose 10-20% of our clients. In Quebec we also have an outpouring of anglophones. We require a more aggressive approach to the francophone community but this requires internal consistency. Different faculties have different responses. If francophones want french courses they will remain in the francophone system. Anglophones coming here in the next decade will have a different proficiency level and we will feel the effect of this bilingual group. The official university position has been to play low key in the francophone milieu. This has changed and we are taking the approach that English language universities are an important resource for the province. We also should not over-identify with the english language community. Fact is we are cosmopolitan - 60% english, 20% french and 20% other. We do not project the attraction of this cosmopolitan nature and there are those to whom this would be very attractive.

Professor Franklin commented that the process of discussions on the development and future of our university is an on-going one, and will be continuing for many years to come. The university has been serving the community for decades and continues to do a good job. The business community should be aware of this, more particularly since so many of them have received their education here. Since our institution serves the community, french sections should be given as part of our course offerings. These reports should now be referred back to the departments for further evaluation.

Adjournment

The meeting adjourned at 1200 p.m.